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21 March 1966

MEMORANDUM FOR: DD/S&T Office Directors

SUBJECT : Content of Project Contract Memoranda

1. Considerable improvement has been made in the organization of DD/S&T memoranda describing programs presented for approval to the DCI. There continues to be, however, some confusion which is created by the fact that our paper work is not uniform in its structure and content. This is understandably due in many instances to great familiarity for work on the part of those who prepare the forwarding documents, and a correspondingly great lack of familiarity on the part of those in the office of the DCI.

2. We can improve the ease with which our proposals are understood by following a common format in preparing forwarding documents. Some variation may be required depending upon the project, and I anticipate we will want to introduce modifications in the format from time to time which may appear to be desirable as we gain experience.

3. The memorandum recommending project approval should, insofar as possible, conform to the following format and contain the indicated information:

- a. Statement of where the recommendation or request is found in the memo.
- b. Statement of the problem or need.
- c. A discussion of the proposed project.
- d. Identification of any supporting action required.
- e. The expected follow-on action.
- f. Identification of the project officer.
- g. Specific request for recommendation.

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Item a. The first paragraph should be the well known standard paragraph "This memorandum contains a request (or recommendation). Such recommendation is stated in paragraph ."

Item b. The second paragraph should indicate why this work is needed and the particular problem and/or the part of the problem which the proposed effort would solve. This need not be over long but should be factual and understandable at the DCI level.

Item c. The third paragraph should present the general plan and organization of the work, and the schedule of the work to be performed. Reference should be made to the goal and program in the DD/S&T Plan to which this work relates; any logical connection between the proposed work and the preceding work should be spelled out. High risk areas, either in terms of schedule or technology, should be spelled out, together with an estimate of the seriousness of the problem. The items to be delivered as a result of this work should be stated, such as reports, operational prototypes, etc. This section should conclude with a statement of why and how the particular contractor was selected, and the estimated price of this work.

Item d. The fourth paragraph should spell out the need for any concurrent supporting action such as GFE which may have to be supplied under the contract, operator training, or other such items. If the conduct of the work involves coordination with elements of the Department of Defense or other agencies, this should be clearly stated and any arrangements that have been made should be described.

Item e. The fifth paragraph should discuss what follow-on action may result from the conduct of this work. This may range from a simple continuation in the case of level-of-effort study contracts, to the procurement of operational equipment or the conduct of operation. If possible, some estimate of the magnitude of the follow-on effort implied should be given: for example, if an airborne recorder is to be developed with the intent of introducing it into a number of collection systems as a common element in order to reduce maintenance, etc., problems, the estimate of the number of items which may have to be procured and their estimated cost should be given.

Item f. The sixth paragraph should name the project officer and describe all security and contractual procedures required.

Item g. The last paragraph should state the request or recommendation. The request may be for concurrence, or approval, etc.

In the preparation of these memoranda, particular care should be given to spelling out any acronyms which may be peculiar to the office

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SECRET

SECRET

-3-

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or to the directorate. To avoid repetition of a lengthy phrase or name it should be spelled out when first used, followed by the desired acronym in parenthesis, after which the acronym may be used. Use of technical jargon should be avoided whenever possible. When complex problems, techniques, relationships, etc., are involved in a project, reference may be made to an attached proposal, or to an attachment to the memo, which provides appropriate detail; however, this procedure should not be used as a dodge for spelling out what is proposed in simple, complete, meaningful language in the basic memoranda, particularly when finding the desired particulars in a proposal may be most difficult, if not impossible, for anyone not intimately familiar with the work.

4. I encourage you to discuss the objective of this format with those of your staff who are primarily concerned with the preparation of these memoranda so that what is desired may be clearly appreciated and understood. I intend to request recommendations for modifications or amendments to this format after we have tried using it for two to three months, and I know you will give careful thought to identifying those improvements that may be desirable or necessary in your Office.



Albert D. Wheelon  
Deputy Director  
for  
Science and Technology

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Checklist for Memo to Approving Authority

Reference DD/S&T 1591-66 21 Mar 66

- Para 1    Location of request or recommendation
- Para 2    Statement of reason for need-associated R&D goal  
          or objective  
          Extent to which the project is expected to satisfy  
          the need
- Para 3    Work organization & plan  
          Schedule of work  
          Relation to any preceeding work  
          Areas of high risk in schedule, technology, etc.;  
          estimate of seriousness  
          Items to be delivered  
          Method and reason for contractor selection
- Para 4    Need for concurrent support-other contracts  
          Need for Gov't furnished equipment (GFE)  
          Requirements for special operator or technician  
          training  
          Military support required, if any, vehicles,  
          personnel, complementary R&D contracts, etc.,  
          and a description of the arrangement extent  
          expected
- Para 5    Anticipated follow-on action if contract is  
          successful/unsuccessful  
          Estimate of cost of follow-on action
- Para 6    Project Officer's name  
          Security procedures required  
          Special contractual procedures required
- Para 7    Request or recommendation